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DDA 80-2488

13 NOV 1980

MEMORANDUM FOR: Director of Personnel Policy, Planning and Management

FROM:

[REDACTED]  
D/SSA/DDA

SUBJECT: Transition Paper on Disincentives (U)

One element in countering the disincentives perceived by our overseas personnel is to view their circumstances from their current prospective. Though certainly not totally representative, the following was prepared in conjunction with a recent study in an attempt to set the perceived tone and it might be useful to you in developing your paper:

## I. BACKGROUND

Throughout this Agency's emergence, we were permitted the enviable latitude of being able to obtain and dedicate sufficient resources to ever increasing and varied requirements. Our image in the public domain was solid. Within this Government our ability to respond quickly and competently to diverse requirements was enviable. Overseas we enjoyed solid, professional relationships with foreign governments that oftentimes exceeded those permitted other elements of the American Foreign Service. We were an elite clandestine organization and we were treated accordingly. We enjoyed a benefit package which was designed with our uniqueness in mind and which clearly recognized our isolation from other overt elements of the U.S. Government. We worked overseas in the shadow of the U.S. Mission, but we enjoyed that mission's support when it was required. Throughout our Agency service, we never doubted that our personal and professional interests were properly represented as we devoted our time and attention to the job at hand.

WARNING NOTICE  
INTELLIGENCE SOURCES  
AND METHODS INVOLVED

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## II. CURRENT SITUATION

The circumstances under which Agency personnel presently work are dramatically different. Our detractors have been able to expose our personnel and operations with legally supported ease. Our public supporters have at times tended to do more damage in defending our methods than would have been accomplished by their silence. Our actions are subjected to increased circumspection. Various elements of American and Foreign Governments are assuming an increasing role in dictating the circumstances under which we should be permitted to conduct our business. Our requests for additional personnel and more money to meet our increasing requirements appear to fall on ever deafening ears.

At home rising inflation and changing social values have resulted in an increasing number of spouses obtaining substantive permanent employment outside the home. Personnel and slots are not available to properly staff operational support functions required at Headquarters. Headquarters positions have to be used to permit the training required to bring our depleted officer corps up to the median level of a few years ago. This has served to increase the burden on the remaining staff. These factors are compounded by the increase in perceived disincentives such as pay for parking, energy requirements which create uncomfortable office atmospheres, reduced GSA provided services and a pay system which makes the retirement of valued and experienced personnel the only financially sound option.

Abroad the circumstances are worse. The prestige of America, and the purchasing power of its dollar, have declined. The safety of the overseas mission and its personnel are no longer guaranteed. With unpleasant regularity, lists of our employees are being both verbalized and published in national and international publications. These lists act to jeopardize the effectiveness of our operations, to identify, by association, subsequent assignees to posts where Agency employees have been identified; and, most significantly, to place in danger the well being of our employees and their immediate families. These elements are compounded by an increasingly inhibiting operational climate and job performance requirements of necessary cover positions which are time consuming and which dramatically extend the average workday for an increasing number of our employees. The perception of disincentives extends to overseas and was most recently severely aggravated by the pay comparability provision of the Foreign Service Act of 1980.

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Despite improving external perceptions of our mission, we are fast approaching a condition of diminishing returns which is being excellerated by decreasing personnel and monetary resources to meet increasing requirements, adverse overseas conditions and the perception by our personnel of increasing disincentives. As the Agency moves to bring its treatment of its employees in line with the practices of other government agencies, our employees will more and more relate their job and work hour requirements to those of their contemporaries in other elements of government. The result to this Agency could well be devastating. (S)



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